

Budget Overview

Miami-Dade County provides countywide, unincorporated, fire-rescue, library, and proprietary services depending on the geographic location in the County. Our annual budget is a financial, operating, and capital plan that allows us to address the service needs of the community based on the above service areas.

Budget by Service Area

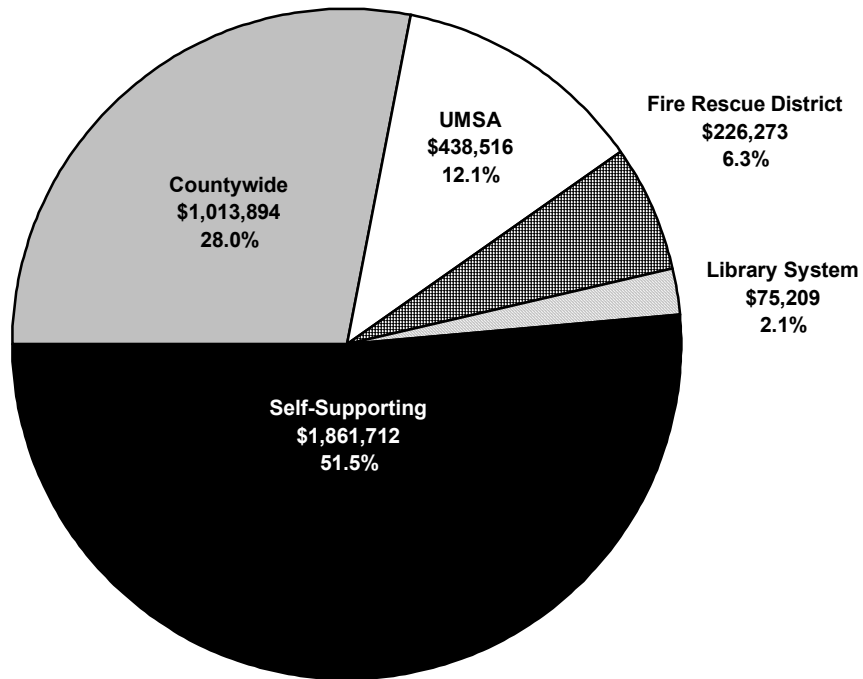
The total operating budget for the current year is more than \$3.6 billion and is divided into five service areas:

- Countywide
- Unincorporated Municipal Service Area (UMSA)
- Miami-Dade Fire-Rescue District
- Miami-Dade Library District
- Proprietary (Self supporting)

The largest share of the operating budget is for proprietary departments (over \$1.8 billion), which, in general, does not include any ad valorem property tax or other general revenue from the County. In general, fees and charges for services are the source of proprietary revenue. Proprietary departments include Aviation, Water and Sewer, Seaport and Environmental Resources Management. Some departments are supported by both proprietary and general revenue sources. These departments include Solid Waste, Miami-Dade Transit, Park and Recreation, Human Services, and Business Development.

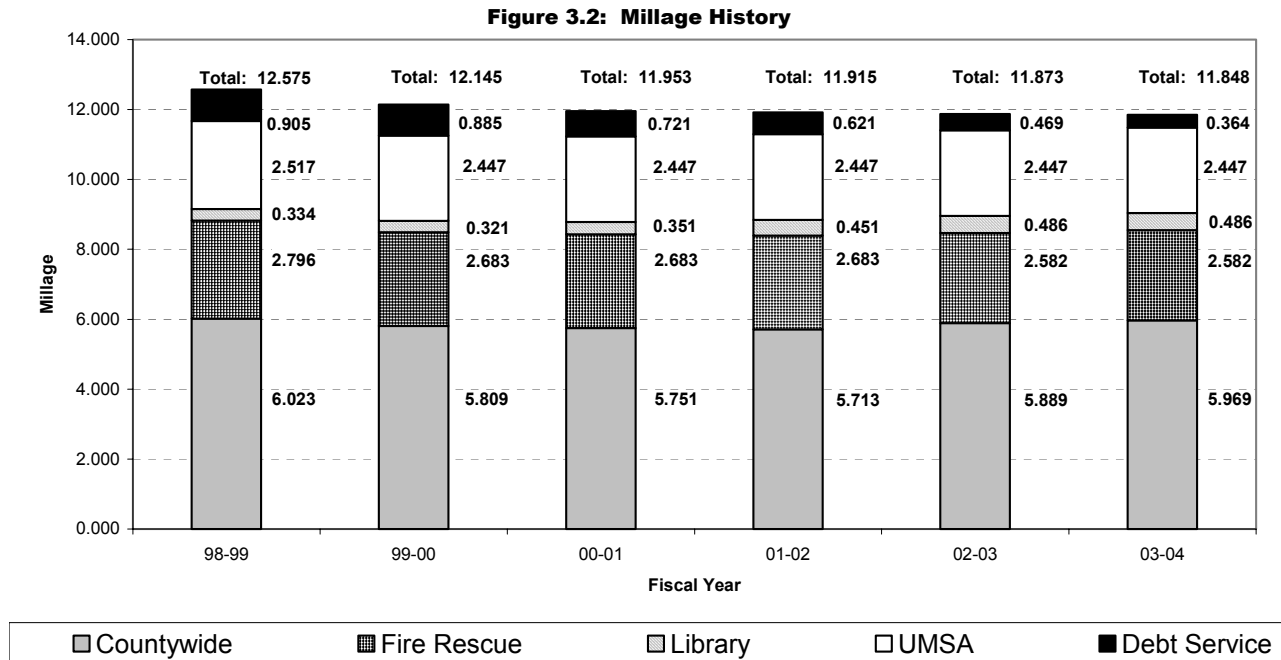
Figure 3.1 shows the total operating budget by service area.

**Figure 3.1: Total Operating Budgets
FY 2003-04
(Dollars in Thousands)
\$3,615,604**



The other four service areas (non-proprietary) that make up the remaining portion of the budget are dependent on millage rates adopted by the Board of County Commissioners. The adopted millage rates for FY 2003-04 are: Countywide (5.969 mills), Unincorporated Municipal Service Area (UMSA) (2.447 mills), Library (0.486 mills), Fire Rescue (2.582 mills), and debt service (0.285 mills Countywide and 0.079 mills for the Fire Rescue District). The total of the operating and debt service millage rates has decreased each year since FY 1998-99, and this total is the lowest combined property tax rate since FY 1985-86. Additional revenue and expenditure details for each of the service areas are included in the budget summary section of this document.

Chapter 3 – FY 2003-04 Adopted Budget



Budget by Strategic Area

The County's operating and capital budget appropriations are distributed among eight areas: policy formulation, six service delivery areas (public safety, transportation, recreation and culture, neighborhood and unincorporated area municipal services, health and human services, economic development), and enabling strategies. The enabling strategies group is further subdivided into budget and finance, and government operations. These service delivery and enabling strategies areas correspond to the strategic areas contained in the countywide strategic plan. This approach highlights the strong relationship between departments' operational plans (business plans and expenditure allocations) and the strategic plan.

Table I shows the current budget and staffing levels for each area along with the previous year's budget. Figure 3.3 shows a comparison of the budget appropriations for both the current and last fiscal year by area and Figure 3.4 shows county personnel by area.

Chapter 3 – FY 2003-04 Adopted Budget

Table I: Total County Operating Budget and Staffing by Strategic Area

Area	Budget (\$ in 1,000s)			Staffing		
	FY 2002-03	FY 2003-04	% Change	FY 2002-03	FY 2003-04	% Change
Policy Formulation	47,645	51,470	8.0	413	449	8.7
Public Safety	1,040,356	1,090,306	4.8	11,128	11,205	0.7
Transportation	732,758	760,530	3.8	6,117	6,320	3.3
Recreation and Culture	199,771	225,129	12.7	1,725	1,816	5.3
Neighborhood and Municipal Services	658,958	667,490	1.3	5,400	5,360	-0.7
Health and Human Services	518,572	545,479	5.2	2,970	2,728	-8.1
Economic Development	129,105	121,460	-5.9	215	209	-2.8
Enabling Strategies - Budget and Finance ⁽¹⁾	90,824	141,369	55.7	998	1,001	0.3
Enabling Strategies-Government Operations	362,230	362,458	0.1	1,564	1,665	6.5
<i>Subtotal</i>	3,780,219	3,965,691				
Less Interagency Transfers	(345,554)	(350,087)				
Total	3,434,665	3,615,604	5.3	30,530	30,753	0.7

(1) FY 2002-2003 reflects reduced Non-Departmental appropriations as as result of the mid-year and year-end Countywide General Fund Budget Amendments

In addition, we have included, as appendices, a list summarizing the multi-year capital expenditures by strategic areas (Appendix A) and the approved FY 2003-04 funding for community-based organizations (Appendices B and C).

We have also included two sets of tables summarizing departmental operating spending for the current year. The first set of tables shows the expenditures by revenue source with total positions (Appendix D). This table is organized by strategic areas and details the departments and their primary activities that correspond to each of those areas. The second set of tables lists expenditures by category of spending, including personnel, operating and capital (Appendix E).

Chapter 3 – FY 2003-04 Adopted Budget

Figure 3.3: Appropriations by Strategic Area

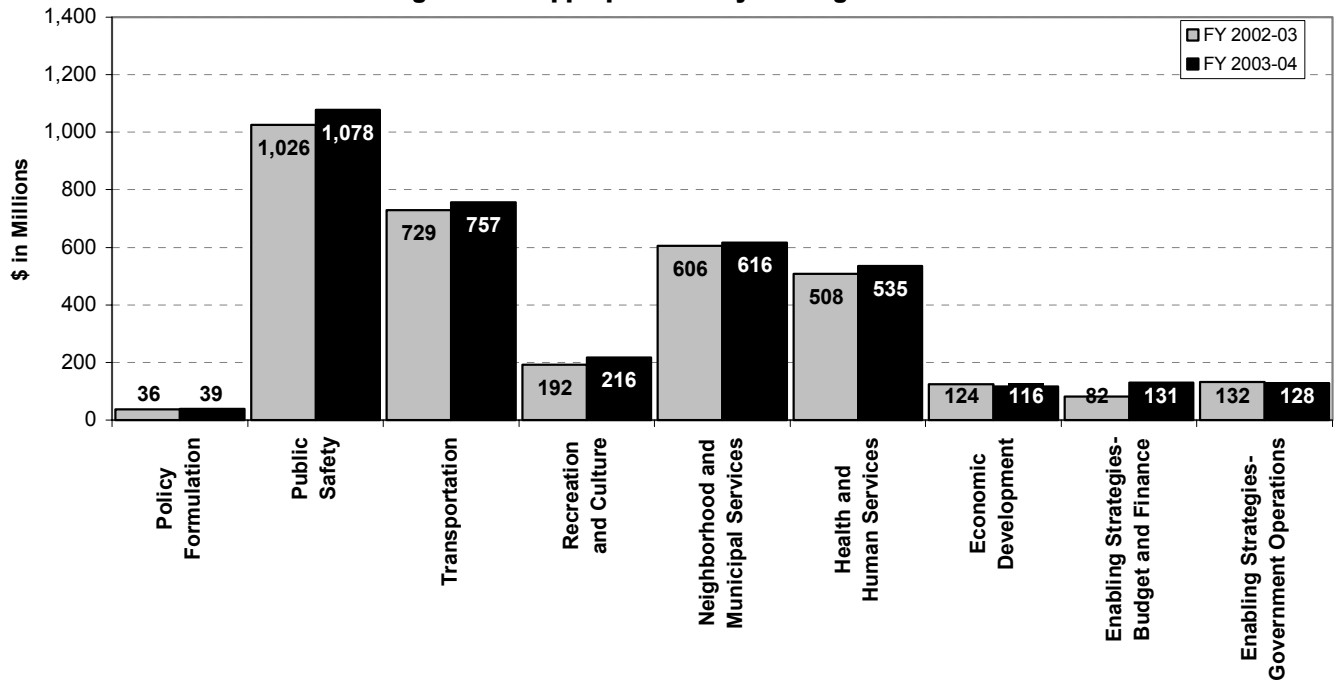
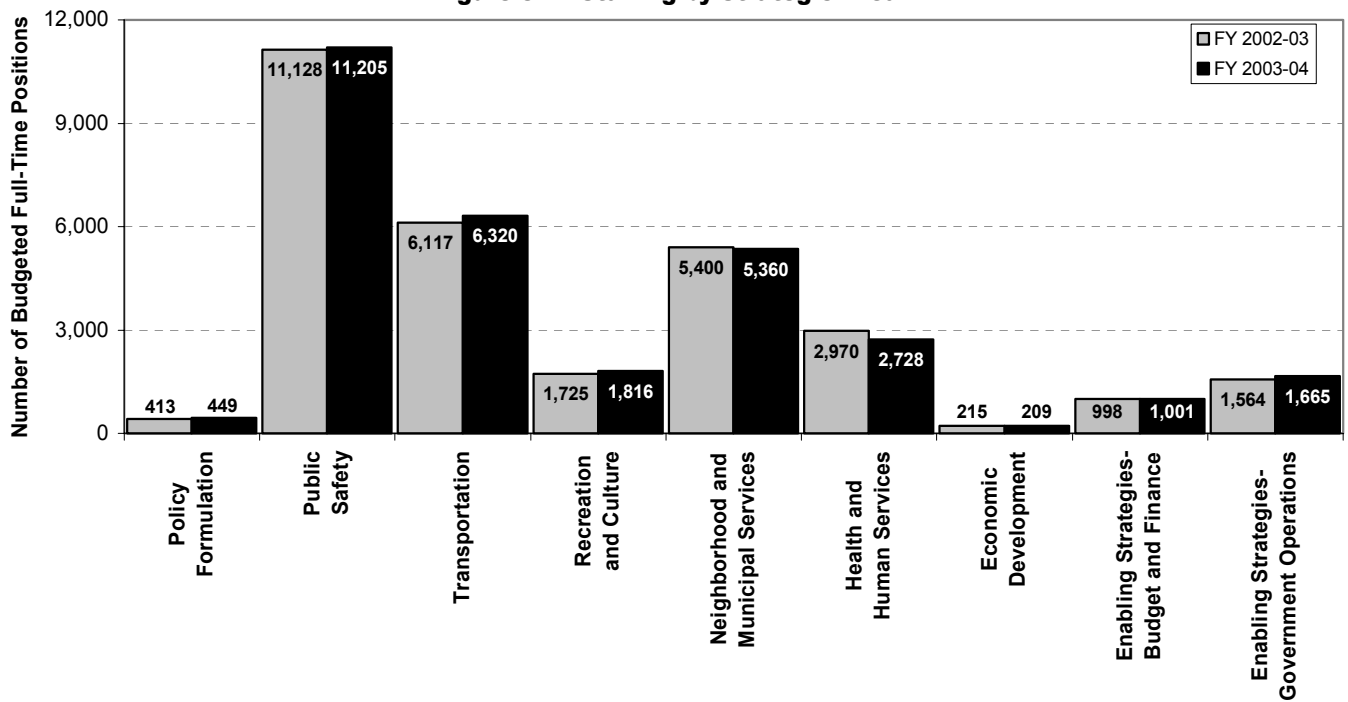
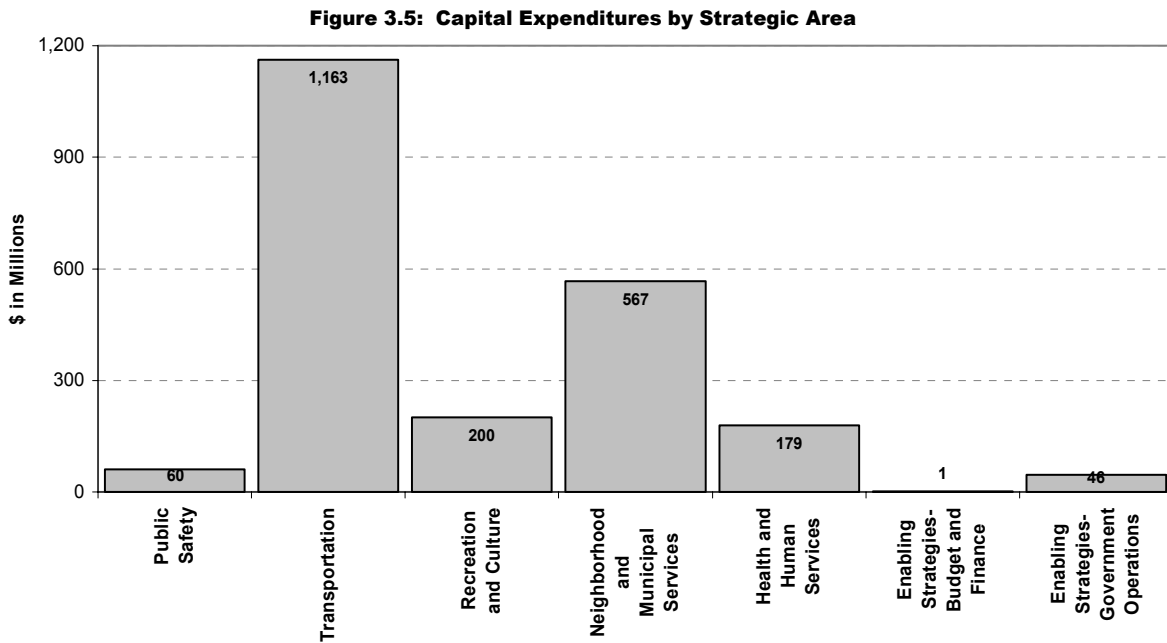


Figure 3.4: Staffing by Strategic Area



Capital Budget

The County's FY 2003-04 capital budget totals \$2.217 billion. Appendix A of this document summarizes capital expenditures by program area and department for the current year through FY 2008-09. For details about capital projects, the reader is encouraged to read the County's FY 2003-04 Proposed Budget and Multi-Year Capital Plan. The following graph (Figure 3.5) shows capital expenditures by program area.



Countywide Budget Summary

The countywide service area has a population of approximately 2.3 million residents and encompasses more than 2,000 square miles. Services are provided to all residents whether they live in a municipality or in the unincorporated areas of the County. The major source of this revenue is the countywide property tax. The major uses of this revenue are to support specialized police services, regional park and recreation services, court and jail services, human services, mass transit, public health and public works services.

Table II: Countywide Revenues

Revenue Source (\$ in 1,000)	Net FY 2002- 03 Budget	Net FY 2003- 04 Budget	% Change
Taxes			
General Property Tax	647,809	737,773	13.9
Local Option Gas Tax	41,875	41,921	0.1
Ninth Cent Gas Tax	10,188	10,568	3.7
<i>Subtotal</i>	<i>699,872</i>	<i>790,262</i>	<i>12.9</i>
Intergovernmental Revenues			
State Revenue Sharing	31,326	27,121	-13.4
State Sales Tax	41,451	45,818	10.5
Gasoline and Motor Fuels	12,268	12,636	3.0
State Crime Lab Reimbursement	900	900	0.0
Alcoholic Beverage License	685	719	5.0
Secondary Roads	500	500	0.0
Race Track Revenues	447	447	0.0
State Insurance Agent License	400	489	22.3
<i>Subtotal</i>	<i>87,977</i>	<i>88,630</i>	<i>0.7</i>
Charges for Services			
Clerk of Circuit and County Court	45,757	47,556	3.9
Sheriff and Police Fees	2,601	3,050	17.3
Other	1,471	1,389	-5.6
<i>Subtotal</i>	<i>49,829</i>	<i>51,995</i>	<i>4.3</i>
Other Revenues			
Occupational License	3,129	3,166	1.2
Fines and Forfeitures ⁽¹⁾	1,057	137	-87.0
Interest	5,175	6,029	16.5
Administrative Reimbursements	53,915	51,973	-3.6
Miscellaneous	1,544	1,568	1.6
Transfers	773	1,050	35.8
Cash Carryover ⁽²⁾	10,247	19,084	86.2
<i>Subtotal</i>	<i>75,840</i>	<i>83,007</i>	<i>9.5</i>
Total Countywide Revenues	913,518	1,013,894	11.0

(1) Reflects impact of Article V Legislation

(2) FY 2002-03 reflects prior year September 11 economic impact

Table III: Countywide Expenditures

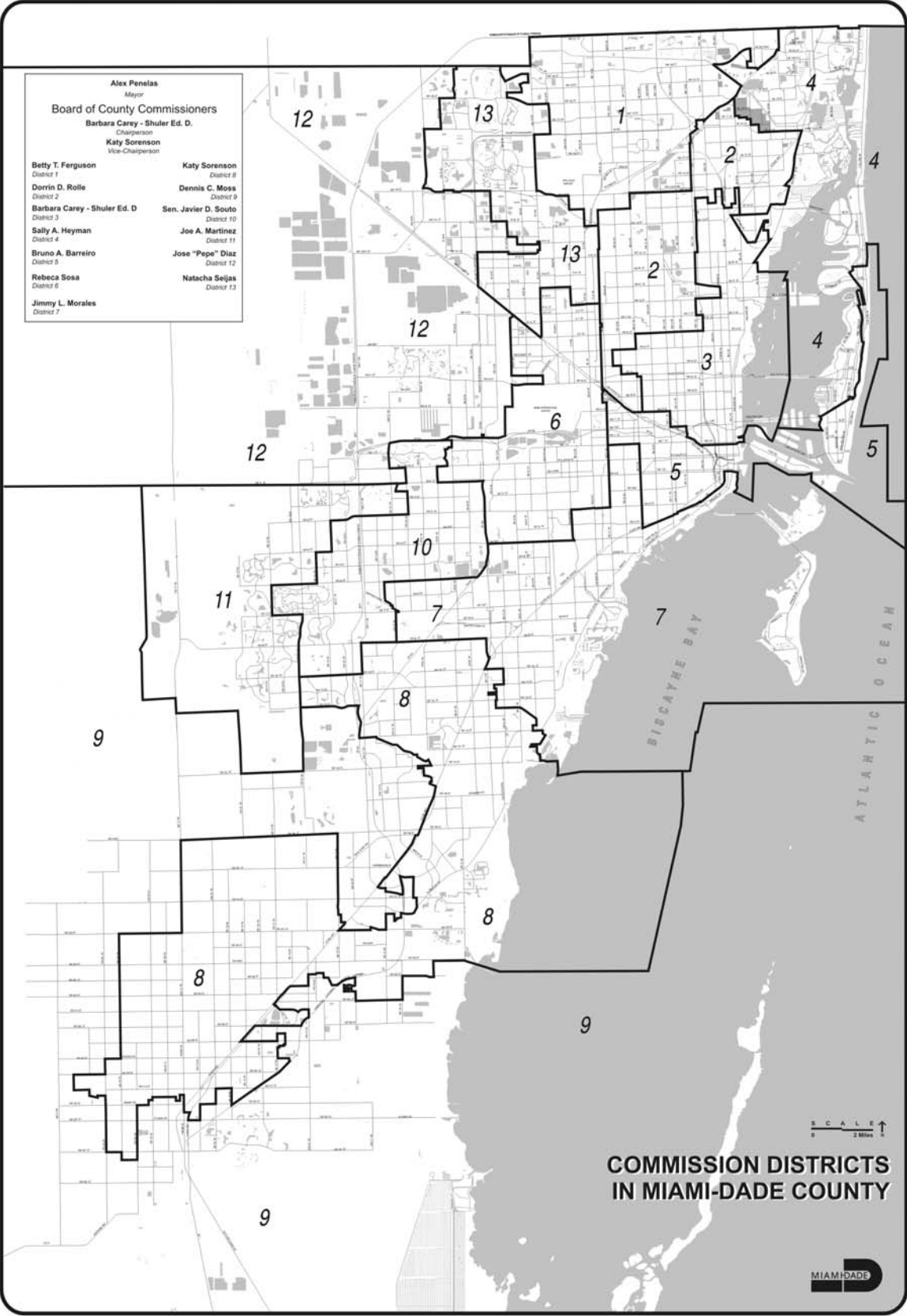
Expenditures (\$ in 1,000)	Net FY 2002- 03 Budget	Net FY 2003- 04 Budget	% Change
Policy Formulation	22,527	24,536	8.9
Public Safety	426,034	443,842	4.2
Transportation	122,499	125,054	2.1
Recreation and Culture	37,180	46,797	25.9
Neighborhood and Municipal Services ⁽¹⁾	9,694	14,690	51.5
Health and Human Services	193,346	211,071	9.2
Economic Development	7,291	6,829	-6.3
Enabling Strategies - Budget and Finance ⁽²⁾	46,579	78,054	67.6
Enabling Strategies-Government Operations ⁽³⁾	48,368	63,021	30.3
Total Countywide Expenditures	913,518	1,013,894	11.0

(1) FY 2003-04 increase reflects a higher appropriation for Capital Outlay Reserve and Countywide General Fund contributions to Team Metro

(2) FY 2002-03 reflects reduced Non-Departmental appropriations as a result of the mid-year and year-end Countywide General Fund Budget Amendments

(3) FY 2003-04 increase reflects new District-Related Needs Reserve and impact of the new Information Technology funding model and decrease of miscellaneous reimbursements to County wide General Fund

General Outlook: Robust tax roll growth is expected to contribute to overall positive performance for the Countywide General Fund. It is assumed that the roll will grow by ten percent in FY 2003-04 and five percent thereafter. This growth equates to an average annual rate of 6.25 percent (historical average) for the next five years. As amended by Revision 7, Article V, Section 14 of the Florida Constitution now requires the state to fund all of the costs of the State Court System, Public Defenders, and the State Attorneys, except as specifically provided in the amendment. The expected implementation of Article V legislation in July 2004 has been incorporated into the County's Five-Year Financial Outlook. However, any future benefits generated by the implementation of Article V mandates will depend on final state legislation to be developed early next year. The County Commission has approved a 0.105 mill set aside for the Countywide General Fund to create an emergency contingency reserve. Over the next seven to eight years, that reserve should grow to over \$100 million representing approximately seven to eight percent of the Countywide General Fund. Such a reserve will greatly enhance the County's ability to respond to emergencies and to help strengthen the County's fiscal condition as it pertains to credit-rating agency reviews.



UMSA Budget Summary

The Unincorporated Municipal Service Area has a population of approximately 1.2 million and covers a geographic service area of approximately 1,775 square miles (includes areas in and outside the Urban Development Boundary Lines). The major sources of these revenues are property, utility, communications and sales taxes. Revenues are used for services within the unincorporated area including local police patrol, neighborhood parks, local street maintenance and other municipal type services.

Table IV: Unincorporated Municipal Service Area Revenues

Revenue Source (\$ in 1,000)	Net FY 2002- 03 Budget	Net FY 2003- 04 Budget	% Change
Taxes			
General Property Tax	114,993	123,661	7.5
Utility Tax	70,941	71,124	0.3
Communications Tax	58,160	57,242	-1.6
Franchise Tax ⁽¹⁾	27,705	36,000	29.9
<i>Subtotal</i>	<i>271,799</i>	<i>288,027</i>	<i>6.0</i>
Intergovernmental Revenues			
State Sales Tax	69,381	58,789	-15.3
State Revenue Sharing	33,865	38,000	12.2
Alcoholic Beverage License	254	267	5.1
<i>Subtotal</i>	<i>103,500</i>	<i>97,056</i>	<i>-6.2</i>
Charges for Services			
Sheriff and Police Fees	5,125	3,800	-25.9
Other	140	140	0.0
<i>Subtotal</i>	<i>5,265</i>	<i>3,940</i>	<i>-25.2</i>
Other Revenues			
Occupational License	3,833	3,894	1.6
Fines and Forfeitures	7,926	6,325	-20.2
Interest	2,325	3,040	30.8
Administrative Reimbursements	12,768	10,741	-15.9
Miscellaneous	830	843	1.6
Miami Gardens Reimbursement	-	11,976	N/A
Cash Carryover ⁽²⁾	29,011	12,674	-56.3
<i>Subtotal</i>	<i>56,693</i>	<i>49,493</i>	<i>-12.7</i>
Total UMSA Revenues	437,257	438,516	0.3

(1) FY 2003-04 increase reflects recent increases in Florida Power and Light Franchise-related revenues

(2) FY 2003-04 decrease reflects prior year higher than budgeted Police expenditures

Table V: Unincorporated Municipal Service Area Expenditures

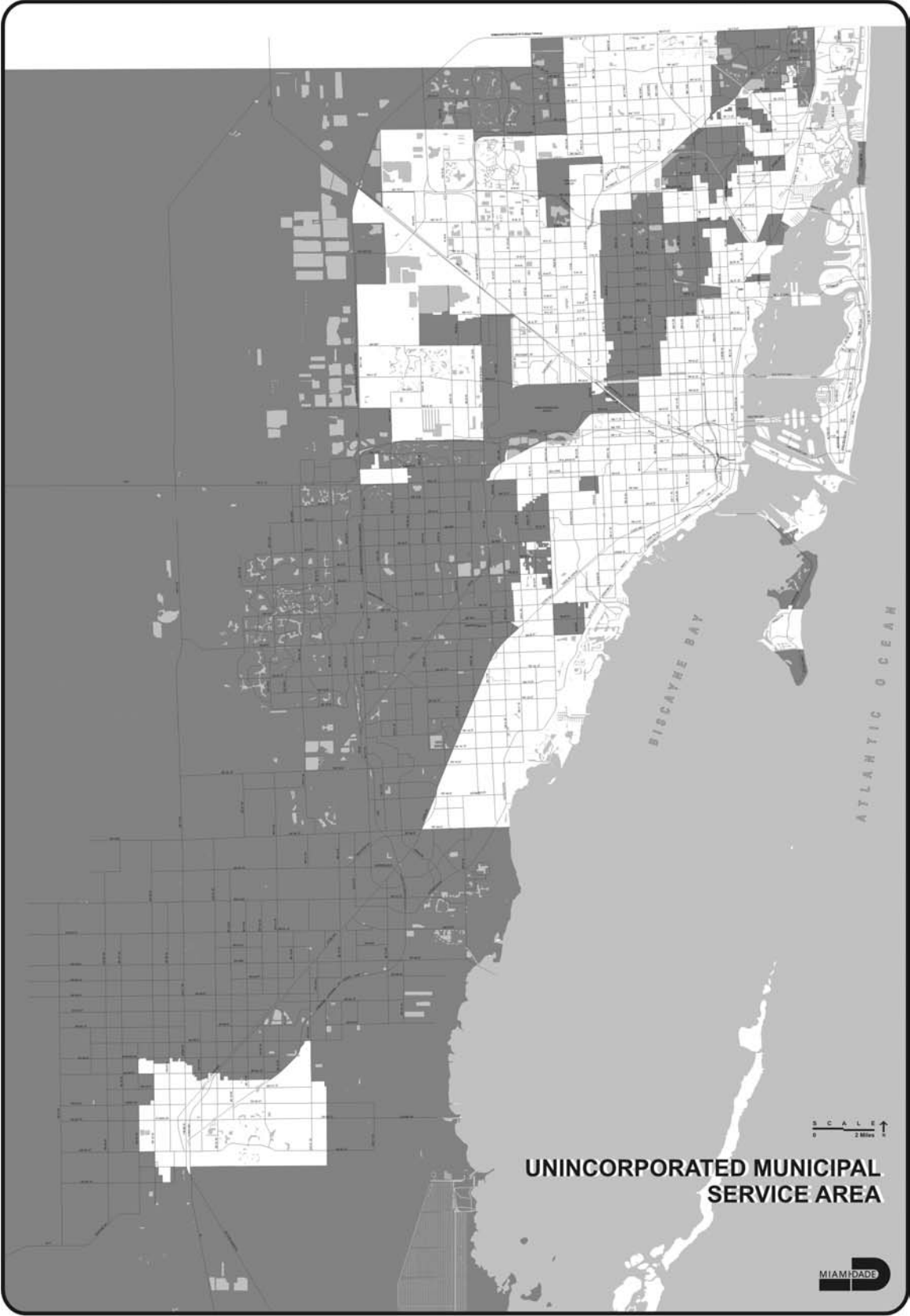
Expenditures (\$ in 1,000)	Net FY 2002- 03 Budget	Net FY 2003- 04 Budget	% Change
Policy Formulation	13,432	14,139	5.3
Public Safety	307,532	326,342	6.1
Transportation	1,506	271	-82.0
Recreation and Culture	34,107	25,903	-24.1
Neighborhood and Municipal Services ⁽¹⁾	22,065	14,501	-34.3
Health and Human Services	650	50	-92.3
Economic Development	980	860	-12.2
Enabling Strategies - Budget and Finance ⁽²⁾	9,724	24,355	150.5
Enabling Strategies-Government Operations ⁽³⁾	47,261	32,095	-32.1
Total UMSA Expenditures	437,257	438,516	0.3

(1) FY 2003-04 decrease reflects impact of recent incorporations and lower Capital Outlay Reserve budget appropriations

(2) FY 2002-03 reflects reduced Non-Departmental appropriations as a result of the mid-year and year-end Countywide General Fund Budget Amendments

(3) FY 2003-04 reflects decrease in Unincorporated Municipal Service Area Capital Outlay Reserve budget appropriations

General Outlook: UMSA forecasted revenues and expenses are expected to grow at similar rates as in the past five years. The next five years will be particularly challenging, as the County will continue to experience the full impact of its obligations generated from new labor agreements and reflect service changes resulting from recent incorporations.



 The Unincorporated Municipal Service Area

Fire-Rescue District Budget Summary

The Miami-Dade Fire District (MDFR) provides service for residents throughout unincorporated Dade County and 29 municipalities. These services are provided through the Fire Rescue District's major source of revenue, which are property taxes. The MDRF provides suppression and rescue services, hazard mitigation, fire prevention, and other services that are essential to public health and safety from 56 stations.

Table VI: Fire and Rescue District Revenues

Revenue Source (\$ in 1,000)	Net FY 2002-03 Budget	Net FY 2003-04 Budget	% Change
General Property Tax	175,586	196,210	11.7
Fees	17,750	18,573	4.6
Interest ⁽¹⁾	2,200	1,000	-54.5
Carryover ⁽²⁾	8,715	4,922	-43.5
Miscellaneous	6,632	5,568	-16.0
Total Fire and Rescue District Revenues	210,883	226,273	7.3

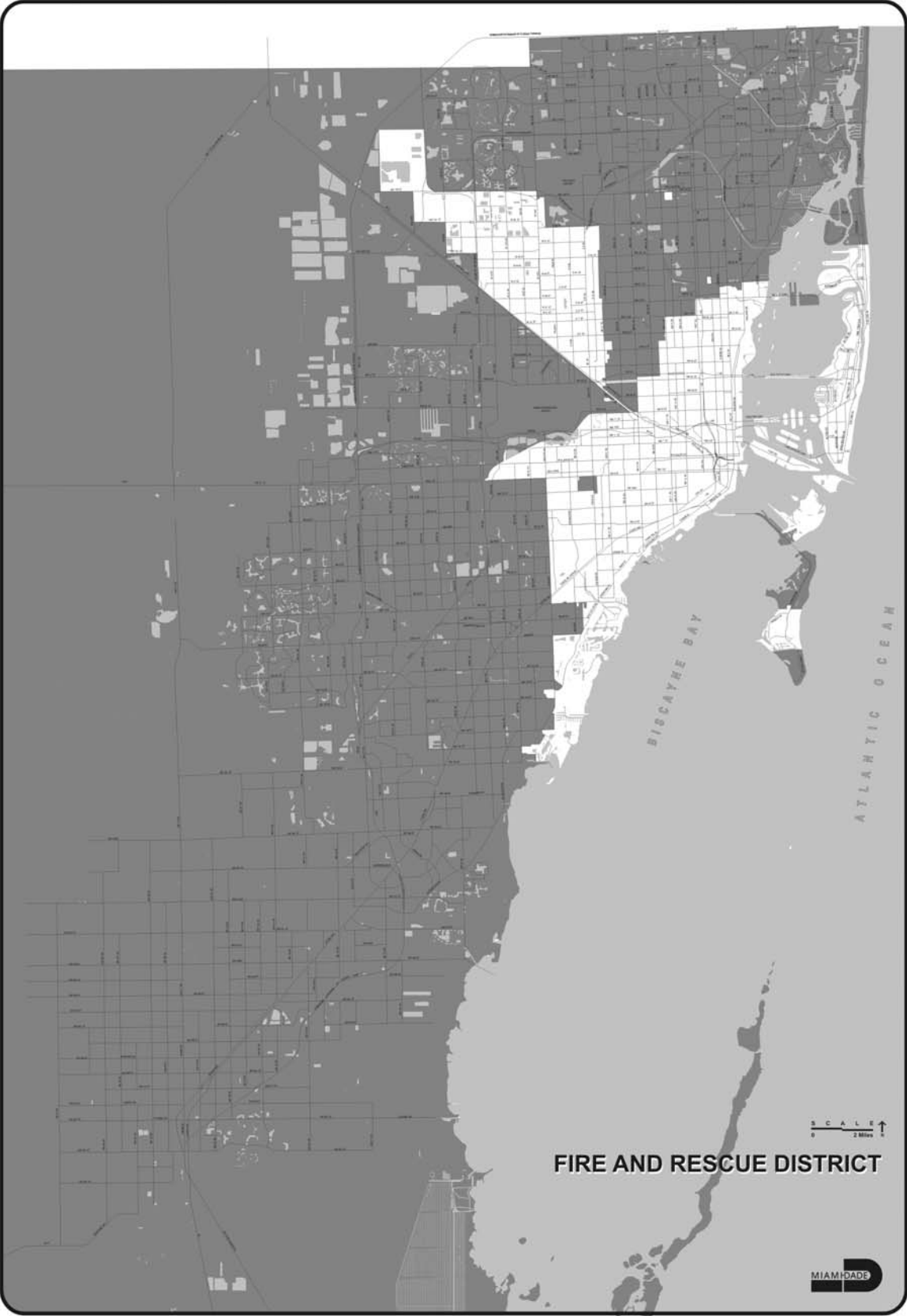
(1) FY 2003-04 reduction reflects better estimate based on prior year actual performance

(2) FY 2003-04 reduction reflects lower than expected revenues from sale of radio equipment and unrealized planned savings in areas such as overtime and uniform purchase. Also, actual carryover in FY 2002-03 was lower than budgeted.

Table VII: Fire and Rescue District Expenditures

Expenditures (\$ in 1,000)	Net FY 2002-03 Budget	Net FY 2003-04 Budget	% Change
Administration	15,955	17,694	10.9
Communications	9,336	7,956	-14.8
Fire Prevention Services	8,179	8,949	9.4
Support Services	26,518	27,291	2.9
Suppression and Rescue	144,125	156,669	8.7
Other	6,770	7,714	13.9
Total Fire and Rescue District Expenditures	210,883	226,273	7.3

General Outlook: The Fire Rescue District will be particularly challenged in the next five years with the addition of the new services and the opening of additional fire stations. The ability to continue improving services will depend on the District's capacity to stay within the established three-mill cap.



 The Fire Rescue District

Library System Budget Summary

The major source of revenues is property taxes. The Miami-Dade Library System provides library services through branches, mini-libraries, homework centers and book mobiles throughout the taxing district that encompasses most of the county.

Table VIII: Library District Revenues

Revenue Source (\$ in 1,000)	Net FY 2002- 03 Budget	Net FY 2003- 04 Budget	% Change
General Property Tax	47,996	53,965	12.4
State Aid	2,200	2,500	13.6
Carryover ⁽¹⁾	6,606	13,235	100.3
Miscellaneous	1,715	5,509	221.2
Total Library District Revenues	58,517	75,209	28.5

Table IX: Library District Expenditures

Expenditures (\$ in 1,000)	Net FY 2002- 03 Budget	Net FY 2003- 04 Budget	% Change
Branch and Youth Services	18,309	19,698	7.6
Director's Office	3,758	3,820	1.6
Main, Technical Support, and Collection	13,596	15,317	12.7
Marketing, Media Relations, and Support	4,452	4,549	2.2
Outreach and Special Services	1,624	1,843	13.5
Transfer to Capital Reserve ⁽²⁾	16,778	29,982	78.7
Total Library District Expenditures	58,517	75,209	28.5

(1) FY 2003-04 increase reflects unexpended capital funds carryover from prior year

(2) FY 2003-04 increase reflects carryover reserve funds from prior year unexpended capital funds

General Outlook: The Board of County Commissioners has provided with the district millage, 0.135 mills to generate revenues for the expansion of branch and mini-libraries and for the addition of service improvements throughout the District. These dedicated resources have helped mitigate the loss of Book Trust funds which were depleted by the end of FY2002-03.



 The Library System

Proprietary Budget Summary

The proprietary budget is made up of the self-supporting departments. These departments depend on fees and charges to fund their operations. In some cases, supplemental property tax support is also required.

Table X: Proprietary Budget

Expenditures (\$ in 1,000)	Net FY 2002- 03 Budget	Net FY 2003- 04 Budget	% Change
Aviation	344,321	316,404	-8.1
Environmental Resources Management	52,921	55,259	4.4
Park and Recreation	29,704	35,585	19.8
Seaport	49,250	54,601	10.9
Solid Waste	226,865	236,453	4.2
Transit ⁽¹⁾	163,125	214,729	31.6
Water and Sewer	226,123	225,246	-0.4
Other	719,032	723,435	0.6
Total Proprietary Budget	1,811,341	1,861,712	2.8

(1) FY 2003-04 reflects increases due to the implementation of the Peoples Transportation Plan

General Outlook: These departments are dependent on their ability to deliver services within their revenue levels. Rate increases have been necessary to meet new regulations and service demands.